

EXECUTIVE DIRECTOR'S MAJOR AREAS OF RESPONSIBILITY

The Main Street Executive Director coordinates activities within a commercial business district revitalization program that utilizes historic preservation as an integral foundation for economic development. The Main Street executive director is the central coordinator of the Main Street program's activities. He or she oversees daily operations, providing the hands-on involvement critical to a successful revitalization program. The executive director supervises any necessary temporary or permanent employees, as well as professional consultants. The director also provides a communication link between committees, ensuring that activities in all four areas of the four-point Main Street approach are synchronized. Like a shopping center director, the Main Street executive director coordinates a wide range of projects, from providing support for promotional activities to assembling marketing information. Most importantly, the Main Street executive director's role as a full-time advocate for the commercial district and as an authority on information, resources and programs related to the revitalization effort.

Like the board of directors' responsibilities, the Main Street executive director's responsibilities change as the program evolves, but two characteristics remain constant: The Main Street director is full-time, and the director's only focus is the commercial district.

The Main Street executive director and volunteers

A full-time executive director is essential to a successful commercial district revitalization program. Keep in mind, however, that the Main Street executive director must not take the place of volunteers in the organization. Main Street programs rely on the mobilization of large numbers of volunteers. The Main Street executive director's job is to expand and develop volunteer capacity and ensure that committee activity is moving smoothly. As a facilitator, the director coordinates people and resources, to help volunteers work efficiently and productively.

The Executive Director has a variety of job functions listed below:

- Coordinating volunteers to accomplish activities of the neighborhood business district revitalization
- Managing administrative aspects of the program
- Developing, with the board, appropriate neighborhood business district revitalization strategies
- Developing and conducting, in conjunction with the board and organization committee, ongoing public awareness and education programs
- Assisting business and property owners with business and property improvement projects
- Encouraging a cooperative climate with other business districts and community organizations
- Helping to build productive relationships with appropriate public entities
- Developing and maintaining a data system to track the progress of the local program
- Serving as an advocate for neighborhood business district issues at the district level
- Working toward developing skills as a neighborhood business district management professional

Related to each of these major functions, the executive director has several more specific areas of responsibility such as:

- Coordinating activity of neighborhood business district revitalization program committees

- Ensuring communication is established
 - Assisting with implementation of work plan
 - Providing ongoing volunteer support and encouragement
- Managing administrative aspects of the program
 - Record-keeping and accounting
 - Budget development (jointly with board and/or president and treasurer)
 - Purchasing
 - Preparing and filing reports
 - Filing legal documents (jointly with board and/or president and secretary)
 - Supervising other regular or contractual employees
- Developing, with the board, appropriate neighborhood business district revitalization strategies
 - Identifying unique assets and resources
 - Identifying concerns and issues
 - Developing a work plan that focuses on all four points of the Main Street Approach
- Developing and conducting, in conjunction with the board and subcommittee of the board, ongoing public awareness and education programs
 - Fostering public understanding of the neighborhood business district revitalization program's mission and goals
 - Keeping the program in a positive light in the eye's of the public
 - Developing a cooperative relationship with the media
- Assisting business and property owners with business and property improvement projects
 - Providing ongoing communication, advice, and guidance
 - Coordinating consulting services of the state or local program
 - Personal consulting or finding additional professional consultation as appropriate
- Encouraging a cooperative climate with other neighborhood business district or community organizations
 - Building partnerships with the local economic development organizations
 - Identifying and maintaining contact with key neighborhood business district organizations
- Helping to build productive relationships with appropriate public entities
 - Developing and maintaining relationships within District government
 - Identifying and maintaining contact with other important public entities (elected and staff)
- Developing and maintaining a data system to track the progress of the local program
 - Economic investment
 - Building inventories
 - Photographic documentation
 - Job creation, business retention, and sales tax data
 - Volunteer participation
- Serving as an advocate for neighborhood business district issues at the local and state level
 - Familiarity with, and understanding of, local concerns and issues
 - Speaking effectively on the program's goals, issues, and results

- Working to improve public policy relating to issues affecting neighborhood business district
- Working toward developing skills as a neighborhood business district management professional
 - Taking advantage of training opportunities provided through the DC Main Street program
 - Identifying other opportunities for personal and professional growth

Executive Director's Role in Working with the Board and Committees

Committee Development:

- helps the committees and the chair learn the mechanics of committee management; provides expert advice and concise information on revitalization and the Main Street Approach; and
- collaborates with committee members and chair as a strategist/planner.

...does not have authority over the committee or its structure.

Work plans:

- assists committee members in developing work plan document;
- helps committee members complete their projects but doesn't assume responsibility for those activities; and
- integrates own work plan with the committee's work plan.

...is not someone to whom volunteers delegate all their work.

Fund-Raising Activities:

- coordinates fund-raising campaigns, newsletter production, volunteer communications, financial systems;
- helps members coordinate projects.

...is not responsible for raising money directly; that is the job of the board and volunteers.

Promotional Projects:

- coordinates production of PR, graphic image, and other promotional materials; and
- helps members coordinate special events, retail promotions, and advertising activities.

...is not responsible for taking the lead on organizing or running events.

Rehabilitation and Design Projects:

- coordinates information on design assistance and financial incentives for building owners; and
- acts as first contact for the public on preservation issues in the commercial district.

...is not responsible for taking the lead on motivating design change neighborhood business district.

Economic Restructuring Projects:

- coordinates data collection, analysis, financial incentive programs, and other economic development activities; and
- helps members coordinate business improvement seminars and workshops.

...is not responsible for taking the lead on organizing projects or completing reports.

Volunteer Management:

- helps chair develop good systems for recruitment, supervision, and reward of members; and
- helps develop volunteer capacity of committees by participating in recruitment efforts.

...does not become the volunteer's boss.

Committee Meetings:

- attends most meetings to provide technical information and professional opinions;
- helps strategize and develop solutions; and
- works with chair to assure that decisions and assignments are made and completed.

...is not responsible for calling and running meetings or taking minutes.

Sample Executive Director Job Description

For a Commercial Main Street District

1. Work Objectives

The executive director or a local Main Street program coordinates activity within a neighborhood business district revitalization program utilizing historic preservation as an integral foundation for economic development.

The executive director is responsible for the development, conduct, execution and documentation of the neighborhood business district program. The executive director is the principal on-site staff person responsible for locally coordinating all program activities as well as representing the community regionally and nationally as appropriate.

2. Full Range of Duties to be Performed

- a) Coordinates the activities of the neighborhood business district program committees, ensuring that communication between committees are well established; assists committees with implementation of work plan items.
- b) Manages all administrative aspects of the program, including purchasing, record keeping, budget development and accounting. Prepares all reports required by the DC Main Street program and by the National Main Street Center. Assists with the preparation of reports to funding agencies and supervises part-time employees or consultants.
- c) Develops, in conjunction with the program's board of directors, strategies for economic development through historic preservation utilizing the community's human and economic resources. Becomes familiar with all persons and groups directly or indirectly involved in the commercial district. Mindful of the roles of various interest groups, assists the program's board of directors and committees in developing an annual work plan focused on four areas: design, promotion, organization, and economic restructuring.
- d) Develops and conducts ongoing public awareness and education programs designed to enhance appreciation of the neighborhood business district's architecture and other assets and to foster an understanding of the program's goals and objectives. Through speaking engagements, media interviews and public appearances, keep the program highly visible in the community.
- e) Assists individual tenants or property owners with physical improvement programs through personal consultation or by obtaining and supervising professional design consultants; assists in locating appropriate contractors and materials; when possible, participates in construction supervision; provides advice and guidance on necessary financial mechanisms for physical improvements.

- f) Assesses the management capacity of major stakeholder groups and encourages participation in activities such as promotional events, advertising, uniform store hours, special events, business recruitment, parking management and so on. Provides advice and information on successful management. Encourages a cooperative climate between interests and local public officials.
- g) Advises commercial district merchant's organizations and/or Chamber of Commerce retail committees on program activities and goals. Assists in the coordination of joint promotional events, such as seasonal festivals or cooperative retail promotional events, in order to improve the quality and success of events to attract people to the business district. Works closely with the local media to ensure maximum event coverage. Encourages design excellence in all aspects of promotion in order to advance an image of quality for the business district.
- h) Helps build strong and productive working relationships with appropriate public agencies in District Government.
- i) Utilizes the Main Street format, develops and maintains data systems to track the process and progress of the local program. These systems should include economic monitoring, individual building files, thorough photographic documentation of all physical changes and information on job creation and business retention.
- j) Represents the community at the local and national levels to important constituencies. Speaks effectively on the program's directions and findings, always mindful of the need to improve economic development policies as they relate to neighborhood commercial districts.

3. Resource Management Responsibilities

The executive director supervises any necessary temporary or permanent employees, as well as professional consultants. He or she participates in personnel and program evaluations. The director maintains local program records and reports, establishes technical resource files and libraries and prepares regular reports for the state Main Street Program and the National Main Street Center. The director monitors the annual program budget and maintains financial records.

4. Job Knowledge and Skills Required

The executive director should have education and/or experience in one or more of the following areas: architecture, historic preservation, economics, finance, public relations, design, journalism, planning, business administration, public administration, retailing, volunteer or nonprofit administration and/or small business development. The executive director must be sensitive to design and preservation issues. The director must understand the issues

confronting business people, property owners, public agencies and community organizations. The director must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent situation. Excellent verbal and written communication skills are essential. Supervisory skills are desirable.

The foregoing is an accurate and complete description of this position as jointly agreed upon and signed by a representative of the commercial district organization and the executive director.

President / Date

Employee / Date

Hiring an Executive Director

- **Type of person:**

YOUNG (in thought), INTELLIGENT (quick to learn), ACTION-ORIENTED (a doer not just a talker), GOOD WITH PEOPLE (the people in your community), TEACHABLE (anxious and willing to learn), HUNGRY (sees the position as an open door to a bigger world, wants that world), ACCEPTABILITY (an appearance and social stature that will allow the director to be accepted in your community), SAVVY (capable of sizing up people and situations, knowing when to be quiet), CAUSE-ORIENTED (can take on business district revitalization as a personal cause, so that the successes of the district become personal accomplishments).

Main Street executive directors come from a broad range of academic and professional backgrounds - finance, real estate development, urban planning public administration, history, journalism, marketing and many others. It is obviously important that the director have experience or training in one or more areas of benefit to the revitalization process. But it is even more important that he or she has the people skills needed to work well with volunteers, to keep track of scores of details, to communicate effectively, and to inspire people in the community to support the revitalization program.

The Main Street program will probably have greater needs in some areas than in others. Consequently, the director's skills should reflect the strengths appropriate for the community. For instance, if the community has a planning or economic development office that already offers financial packaging for developers interested in development projects within the commercial district, the Main Street executive director may not need skills in real estate development. Instead, a director with marketing, organization or design expertise may be more appropriate.

- **Local versus out-of-town applicants**

Both local and out-of-town candidates have pros and cons as potential Main Street directors. A local candidate may bring extensive knowledge of the commercial district, its economy, and is past revitalization efforts - but may also bring baggage which might compromise his or her ability to work effectively with some program volunteers. An out-of-town candidate may bring a fresh vantage point - but may not be accepted as a partner by local participants. Much of the decision about whether to choose a local or out-of-town

All other things being equal, it is usually preferable to hire a Main Street executive director from outside the community so that the program can get a fresh viewpoint. More important, though, is that the task force make every effort to find the best person for the position, whether local or out-of-town.

The process of hiring a Main Street executive director

❖ **Decide who will hire the Main Street executive director, and how**

The task of hiring the Main Street executive director is usually delegated to a small task force or committee charged specifically with this assignment. The task force should include representatives from several of the key groups, organizations and agencies involved in the Main Street program. If the community has already established a board of directors or initial steering committee for the Main Street program, a task force of this group may be appropriate. Limit the selection committee to a manageable number - ideally two or three, no more than five or six

- And consider appointing an odd number of task force members. Be sure the task force includes at least one person with experience in hiring and personnel.

- With input from others, the task force should decide:
- Should the director be hired locally, or should a broader search be conducted?
- What particular strengths and skills should the director possess?
- What compensation will we offer?
- Will the director be a salaried employee of the local Main Street program or a consultant working under contract with the program?

The task force should develop a time line for hiring the Main Street executive director. Typically, the Main Street executive director should be on board, ready to begin work within five to six weeks of the date of the Reconnaissance Visit.

❖ **Develop a job description and position available notice**

The task force should develop a job description for the Main Street executive director, then a “position available notice that can be used to advertise the position’s availability. The task force should place advertisements in local and statewide newspapers, state planning and preservation newsletters, and in the career planning and placement offices of colleges with graduate programs in planning, administration, marketing, preservation, or business. reSTORE DC may have collection of resumes from among which you might find good candidates. Main Street News, the National Main Street Center’s monthly newsletter, publishes job notices for free. To place a job notice in Main Street News, contact the Main Street News editor at (202) 673-4219.

Sample Job Opening Announcement:

Main Street Program Director. {Name of community or organization] is accepting applications for the position of Main Street executive director. The executive director will be responsible for coordinating commercial revitalization activities through the

Main Street program. Applicants should have education and/or professional experience in one or more of the following areas: historic preservation, planning, economic development, retailing, marketing, design, volunteer management, nonprofit management and small business development. The executive director must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent environment. Excellent verbal and written communication skills are essential. The salary range is [range], depending on experience. Submit resume, letter of interest and three references by [date] to [name and address of selection committee contact person.]

❖ **Screen resumes and develop a list of candidates to interview**

First, eliminate unqualified resumes - applicants who do not fit criteria for education or experience. Next, look for applicants who have special skills that would be of particular benefit to your Main Street program. Then, look for well- organized resumes. Is the cover letter articulate, without grammar and spelling errors? The Main Street executive director must be an effective communicator - and the cover letter and resume are the first indicators you will probably have of how effectively a candidate can communicate.

When you have narrowed the list to about eight to ten candidates, conduct telephone interviews. Give each member of the task force the names, resumes and phone numbers of several candidates to call. The task force should develop a list of 4-6 questions which each task force member will use in conducting the telephone interviews. Each member of the task force should then call each assigned candidate and arrange a time to speak by phone for about 20-30 minutes.

After the telephone interviews are completed, the selection task force should be able to identify three to five candidates for face-to-face interviews with the entire task force. It is usually best to schedule all the interviews to take place on one or two days so that differences between candidates will be clearer, with the entire task force participating in the interviews. Allow at least one hour for each interview, with a space of at least one-half hour between them, for the task force to discuss the candidate's strengths and weaknesses. Call the candidates and schedule the interviews. [The task force should decide in advance if it will reimburse out-of-town candidates for travel expenses]

Ask all applicants to bring several writing samples. The Main Street director will need to write everything from press releases to annual reports, so be sure to hire someone who can communicate well both verbally and in writing. Also, if you have not yet asked the candidate to provide the names and telephone numbers of several professional references, do so now.

❖ **Conduct the interviews**

Establish an initial application screening committee made up of 2 to 3 board members (including the president), a representative from the District, a "well thought of," savvy neighborhood business district business person not on your board, and someone from the

financial community or local utility company. Politically, it's important to get some of these people involved in the process. If they help select the executive director, they will be more apt to work closely with the director rather than be antagonistic towards him or her. Have this committee screen applications, select 5-7 of the best ones, check references, and conduct initial interviews. The screening committee's job is to screen the applicants down to the top three potential candidates so the board can take over. The entire board and a District representative should conduct the second interviews and select the top candidate. If you haven't checked all references yet, they should now be checked. Hopefully everything will be on the "up and up" and you can offer the successful applicant the job within a day or two after interviews are over.

• **The interview:**

Remember the applicant's "spit and polish" always takes center stage during the first interview. By the second, the candidate is considerably more confident and comfortable. An effective way to get past the "polish" is to ask each of the semifinalists to respond to 2 or 3 essay questions prior to their interview. Questions should be phrased to encourage specific examples of how the applicant has dealt with a situation or organized an activity (i.e. doesn't engender just a statement of personal philosophy). Questions might include:

1. Give some reasons why a business/property owner should fix up (make an investment in) his/her building.
 2. How would you approach recruiting a new business? What would you anticipate to be the major factors?
 3. Why should we bother with neighborhood business districts? What makes it worth the time and money we're about to spend?
- Look for the "natural" personal characteristics to come through.

A set of standard questions (same for every applicant) should be prepared ahead of time for each interview and allocated to the various team members. These questions should not however, dissuade follow-up questions from anyone during the process.

Following the interview, team members need to rate or make notes about the candidate, and perhaps discuss the interview. Make sure that your comments get to the issues (did I like this person, will our town like him/her, what characteristics did I perceive). Get past the skills and experience.

Designate a spokesperson to begin each interview by briefly describing the program and the job. Remember, though, that the applicant should do more talking than the task force. Each task force member should ask questions of each candidate. Be sure to ask several similar questions of each candidate in order to make evaluation easier. Finally, be sure to tell each candidate the date by which a decision will be made.

❖ **Check references**

Call at least three of the people whose names each candidate provides to you as references. Briefly describe the Main Street program and the requirements of the position for which the candidate is being considered, then engage each person in a discussion of the candidate's potential strengths and weaknesses for the position.

❖ **Select a candidate**

After all the interviews have been conducted, the task force should rank the candidates. Choose a first and second choice so that the task force will not have to re-interview candidates if the first choice turns down the position. The task force chairperson should call the selected candidate with the job offer. Immediately after a candidate is chosen and accepts the position, send out short letters thanking the other applicants for their interest in the Main Street program.

❖ **Develop and sign a contract with the new Main Street executive director**

Regardless of whether the Main Street director is a salaried employee of the Main Street program or a consultant working under contract with the Main Street - program, the task force should develop a written contract. The contract should state the rate and method of pay, the benefits offered, the work to be performed, the performance review system, and vacation and sick leave policy. The contract might also include stipulations about potential conflicts of interest (for instance, prohibiting the Main Street director from using "insides information to make real estate development investments not available to the general public or performing work outside the organization and for compensation). It should also specify the officer to whom the executive director is expected to report.

Sample Interview Questions:

1. Why do you want to be a neighborhood business district executive director, and what special qualities do you feel you would bring to the position?
2. Have you had any special work experience(s), either professional or voluntary, that relate to the position?
3. How would you go about organizing or strengthening a neighborhood business district business association?
4. What is the most innovative project in which you have been involved?
5. How would you convince skeptical merchants, property owners or district officials to participate in the neighborhood business district program?
6. Do you feel comfortable and competent speaking publicly and working in a position with high community visibility?
7. What type of relationship would you forge between neighborhood business district business people, property owners, the district government, the chamber of commerce and other community groups?
8. Before hearing about this position, were you aware of the National Main Street Center and the Main Street Approach™ to neighborhood business district revitalization? Are you familiar with historic preservation issues?
9. The executive director must deal with a large number of people, from government officials to media representatives to merchants. Can you give examples from your experiences that demonstrate your ability to work productively with others?
10. The success of a local neighborhood business district program depends largely on diligent efforts made over a number of years. Do you feel you can commit several years to this position?
11. Why are you interested in neighborhood business district revitalization?
12. This position will require occasional travel to other communities and other states, in addition to evening and weekend work. Do you have any problems with these demands?
13. Can you tell us what you think a comprehensive neighborhood business district program entails?
14. Do you work best independently or in a group situation?

15. How do you prioritize projects for yourself? How many projects do you feel comfortable working with at any given time?

16. Of the four point approach-design, organization, promotion and economic restructuring (business recruitment and retention)-with which do you feel most and least comfortable and competent?

17. If you were setting up a promotional event and at the last minute all of your volunteers dropped the ball -- what would you do?

18. What are two of your best characteristics and two characteristics that you'd like to improve about yourself?

19. What would you expect from your board in the way of supervision or support?

20. Give an example of a project you have created and completed on your own.

21. If selected, how soon could you begin work?

A job description, information about your community, and organization (perhaps even a copy of the resource team report) are all worth providing prior to the second interview. Follow-up questions might reference these materials to see how much the candidate picked up about your community, the job and the revitalization approach being taken.

Final selection should be based on consensus. Depending on the size of the group, you'll not make everyone happy. Nonetheless, if the hiring team is not satisfied with their final choices, they need to go back through the resumes and interview further. Do not hire someone you don't feel very good about!

Discussion points for task force members

- 1) Does the applicant listen and respond well to the questions asked?
- 2) Does the applicant make direct eye contact?
- 3) Does the applicant ask clarifying questions when appropriate?
- 4) Does the applicant convey a sense of pride and accomplishment when speaking of past jobs and experiences?
- 5) Has the applicant prepared for the interview by doing reading on the Main Street program and on the community?
- 6) Does the applicant appear to be outgoing, pleasant, and easy to speak with?
- 7) Does the applicant display a good understanding of the ideas and issues involved in the economic revitalization of historic commercial districts?
- 8) Does the applicant appear to be open to learning new approaches and ideas?
- 9) Do you think you can work well with this individual?
- 10) Do you think this individual will be accepted easily by your community?

Sample reference check questions

- 1) How long have you known the candidate, and how has your association with him or her enabled you to evaluate his/her skills and abilities?
- 2) Has the candidate had a good working relationship with coworkers and supervisors?
- 3) Can you give examples of how the candidate has used innovative approaches to resolve problems?
- 4) Does the candidate prioritize problems well?
- 5) Is the candidate a good communicator? Does he or she develop a good working relationship with others?
- 6) What are the candidate's greatest strengths and weaknesses?
- 7) This position will require someone who can work independently - but who can also work effectively with a board and committees. Can this person do this well?
- 8) This position is not a 9-to-5 job; it a demanding position which frequently involves overtime and requires a strong commitment to the program's mission. Is this candidate capable of this kind of commitment?

Common mistakes that communities have made:

- Being too hasty hiring a person and not waiting for the best person for the job;
- Hiring someone who is overly skilled in only one area of the Main Street 4-Point Approach™ (design, promotion or economic development), and not being at all skilled with organizational development or other components of the program; and
- Hiring a local who may already have established ties, cliques and bias's – although there are exceptions to the rule, it is usually preferable to bring in someone from the outside who can take a fresh look at your neighborhood commercial district. The director must also be willing to establish residency within the District of Columbia.

• Advertising strategy:

Place an ad in local papers (all week long...or at least Friday, Saturday, and Sunday), the nearest community newspaper (a list of newspapers is listed in the appendix of this manual), church/temple or mosque bulletins etc. If you are able to give about two months lead time, you can also get it in the National Main Street Newsletter and on their website at no cost. The newsletter is circulated to communities all over the country; the website is located at <http://www.mainst.org>. Many neighborhood commercial district organizations have been successful in "hiring away" experienced full-time directors from other communities using these two methods. Call the National Main Street Center at 202-588-6219 for information. Note: the format for the ad is a little different than a newsprint ad.

• Example Timeline:

Sample Timeline: Finding a competent director won't happen overnight, so be patient!

June 17 – June 31	Ads in Newspapers & bulletins
July 10*	Job applications due
July 13-18	Screen applications
July 19	Call 5 – 7 applicants for interviews
April 27 & 28	Interviews
April 28 & May 1	Call 3 applicants for second interview
August 8	Second interview
August 9	Check all references and make final selection
August 10	Call successful candidate, then others

** If you advertise in the National Main Street Newsletter, make the application deadline for 2 weeks after it is received in communities.*

Interview Impressions

reSTORE DC

Candidate Name: _____

From: _____

<i>Impression immediately after the interview, before discussion about the candidate</i>						
Position:	<i>Poor</i>	<i>Low</i>	<i>Average</i>	<i>High</i>	<i>Excellent</i>	<i>Comments</i>
<u>Appearance</u> Appearance, bearing, manner.	<i>Indifferent to attire & grooming, sloppy.</i>	<i>Careless in attire</i>	<i>Neatly groomed</i>	<i>Well groomed</i>	<i>Immaculate attire & grooming</i>	
<i>Check one</i>						
<u>Expression</u> Logic, judgment, clarity of thinking, expression, conciseness.	<i>Uncommunicative, confused thoughts, poor vocabulary.</i>	<i>Poor speaker, hazy thoughts; ideas.</i>	<i>Speaks well, expresses ideas adequately</i>	<i>Speaks, thinks clearly with confidence</i>	<i>Exceptional, speaks concise w/ confidence. Ideas well thought out</i>	
<i>Check one</i>						
<u>Job History</u> As evidenced by skills and expression of convictions based in part of previous experience.	<i>No experience in Main Street field.</i>	<i>No experience, but somewhat knowledgeable about Main Street</i>	<i>Some past jobs provide some work related experience, plus MS knowledge.</i>	<i>Good related job skills from past positions. Main Street Experience.</i>	<i>Main Street experience and recent job experience very applicable.</i>	
<i>Check one</i>						

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<u>Motivation</u> Evidence of ability and motivation to increase effectiveness with experience. Research MS, contact with other MS programs.	<i>None, apathetic, indifferent.</i>	<i>Doubtful interest in position. No contact w/NHMS programs.</i>	<i>Sincere desire for job. Researched position and community.</i>	<i>Strong interest in job, asks questions. Researched position.</i>	<i>Highly motivated, eager to work, asks many questions. Researched position</i>	
Check one <input type="checkbox"/>						
<u>Job Knowledge</u> Knowledgeable about 4-Point MS program, non profit management, Promotion, Design, and Economic Restructuring.	<i>None as pertains to this position.</i>	<i>Will need considerable training.</i>	<i>Basic, will learn on the job.</i>	<i>Well versed in position, little training needed.</i>	<i>Extremely well versed, able to work w/o further training.</i>	
Check one <input type="checkbox"/>						
<u>Personality</u>	<i>Unpleasant</i>	<i>Slightly objection-able.</i>	<i>Likeable</i>	<i>Pleasing</i>	<i>Extremely pleasing, charming individual.</i>	
Check one <input type="checkbox"/>						
Candidate's Greatest Strength						
Candidate's Greatest Weakness						

Overall Impression: ___ Unsatisfactory ___ Marginal ___ Satisfactory ___ Very Good ___ Excellent

Interviewer: _____

Date: _____

99th and Z Main Street, Inc.**APPLICATION FOR EMPLOYMENT**

THE 99TH AND Z MAIN STREET, Inc IS AN EQUAL OPPORTUNITY EMPLOYER DEDICATED TO NON-DISCRIMINATION IN EMPLOYMENT. THE 99TH AND Z MAIN STREET SELECTS THE BEST QUALIFIED INDIVIDUAL FOR THE JOB BASED ON JOB-RELATED QUALIFICATIONS REGARDLESS OF RACE, AGE, COLOR, RELIGION, SEX, NATIONAL ORIGIN, ANCESTRY, MARITAL STATUS, SEXUAL PREFERENCE, DISABILITY OR ANY OTHER STATUS PROTECTED BY APPLICABLE LAW.

Please print clearly and complete ALL information requested (complete or put N/A in each space). Date:

Name

First
Last

Middle Initial

Permanent

Address

—

Home Phone _____ Message Phone _____ SSN _____

(Area Code)

(Area Code)

State age if you are under 18 _____. If you are under 18, hire is subject to verification that you are of minimum legal age to work.

If you are hired, can you present evidence of your legal right to live and work in this country? YES _____

NO _____

(Proof required by law)

Have you ever been convicted of a felony? YES _____ NO _____ (If yes, state details on back of page.)

Have you ever been arrested but the case is pending/unresolved? YES _____ NO _____ (If yes, state details on back of page.)

Note: Conviction of a crime is not an automatic bar to employment – all circumstances will be considered.

Are you able to perform the essential functions of the position applied for, either with or without an accommodation? YES ___ NO ___

What brought you to this organization? _____ newspaper _____ employment agency _____ school _____
friend/employee _____ on my own _____ other _____ (please specify)

Position _____ Date you can start _____ Salary Desired _____

Do you prefer full-time _____ If part-time, specify _____ and _____ hours
Or part-time? _____ days

Are you employed now? _____ If so, may we contact your present employer? YES
 _____ NO _____

Have you ever applied to or worked for this organization before? _____ Date _____

Major Name of School Subject	Degrees Address Earned	# of Years Completed	Did You Graduate?
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High School:

College:

Graduate or Technical:

Additional Training/Skills, Experience, Special Achievements, Certificates, etc. relevant to position:

Have you served in the United States Armed Forces? YES _____ NO _____

Branch _____ Reserve Status _____ Special Training

DC MAIN STREETS PROGRAM MANUAL

List below present and past employers beginning with the most recent (use additional sheet, if necessary):

Month/ Year	Name & Address of Employer	Initial Position Title and Duties	Previous Supervisor	Starting Salary	Reason for Leaving
		Final Position and Duties	Telephone Number	Ending Salary	
From:					
To:					
From:					
To:					
From:					
To:					

Account for all unemployment since leaving school and between positions for last ten years. Give dates and state what you were doing.

From: _____ To: _____

From: _____ To: _____

POST-OFFER PHYSICAL/CONTROLLED SUBSTANCES SCREENING

The 99th and Z Main Street strongly believes in its responsibility to provide a safe and healthful workplace for all of its employees. I understand that I may be tested for the presence of controlled substances before I am hired as a condition of employment with the 99th and Z Main Street. I understand that at any time after I am hired, the 99th and Z Main Street may require me to submit to a physical examination to the extent permitted by law. I consent to the disclosure of the results of the physical examinations and related tests to the 99th and Z Main Street. (If you have any questions regarding this policy, please contact the office before your final interview.)

I understand an offer of employment may be made contingent on passing a job-related physical examination. I agree to submit to a controlled substances screening and physical examination by the 99th and Z Main Street's designated physician and/or other medical practitioner.

I have read, understand, and agree to the above-referenced physical examination and drug testing policy.

APPLICANT SIGNATURE _____ DATE _____

REQUEST, AUTHORIZATION, CONSENT AND RELEASE FOR BACKGROUND INFORMATION**PLEASE TYPE OR PRINT**

I,

Last Name_____
First Name_____
Middle Name(Please include Jr. Sr. II, III etc.)

understand that in conjunction with my application for employment with the 99th and Z Main Street, that the 99th and Z Main Street may use the services of an outside agency to research and verify the information I have provided on my resume and/or application for employment including my personal background, character, professional standing, work history and qualifications. The 99th and Z Main Street may use a professional background search firm, a consumer-reporting agency, or other appropriate professional entity, as an agent to perform these background verifications and this agent will provide a report to the 99th and Z Main Street.

I also understand that the 99th and Z Main Street and its professional background search firm will utilize various sources of information they deem appropriate, including but not limited to: Department of Motor Vehicle records, credit reporting agencies, criminal and civil court conviction records, current and former employers, government regulatory agencies, local, state or federal licensing boards or commissions, public or private associations, school records, military records, and professional and personal references.

I hereby grant the 99th and Z Main Street and its professional background search firm permission to access any and all applicable sources of information, including, but not limited to those listed above and unconditionally release and hold harmless the 99th and Z Main Street, its professional background search firm, and any named or unnamed corporation, company, custodian of records or informant from any and all liability resulting from furnishing information about me.

I further understand that in connection with my application for employment, the 99th and Z Main Street and its professional background search firm will obtain and review my consumer credit report. I realize that I have the right to receive a copy of my credit report directly from the credit bureau free of charge.

I authorize the procurement of an Investigative Consumer Report and understand that it may contain information about my background, mode of living, character and personal reputation. This authorization, in original or copy form, shall be valid for one year from the date indicated next to my signature. According to the Fair Credit Reporting Act, I will be notified by the 99th and Z Main Street if employment is denied because of information obtained from a Consumer Reporting Agency. Upon written request within 60 days, I will be given a full and accurate disclosure as to the nature and substance of all information provided to the 99th and Z Main Street. I further understand that, when requesting a copy of the report, proper identification will be required and I should direct my request to the professional background search firm utilized by and identified by the 99th and Z Main Street.

Signed_____
Today's Date_____
Printed Name_____
Position Applied For_____
Dept._____
Social Security Number_____
Driver's License #_____
State

Other names you have used or are also known as: _____

PLEASE PROVIDE ALL RESIDENTIAL ADDRESSES FOR THE PAST 7 YEARS (use additional sheet if necessary)

Current
Residence:_____
Street_____
Apt.#_____
City_____
State_____
Zip_____
YrsFormer
Residence:_____
Street_____
Apt.#_____
City_____
State_____
Zip_____
YrsFormer
Residence:_____
Street_____
Apt.#_____
City_____
State_____
Zip_____
Yrs

DC MAIN STREETS PROGRAM MANUAL

Former
Residence: _____
Street Apt.# City State Zip # Yrs